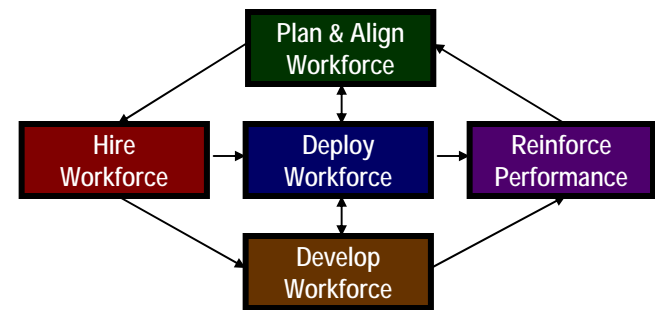


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# State of Washington Gambling Commission

## Human Resource Management Report

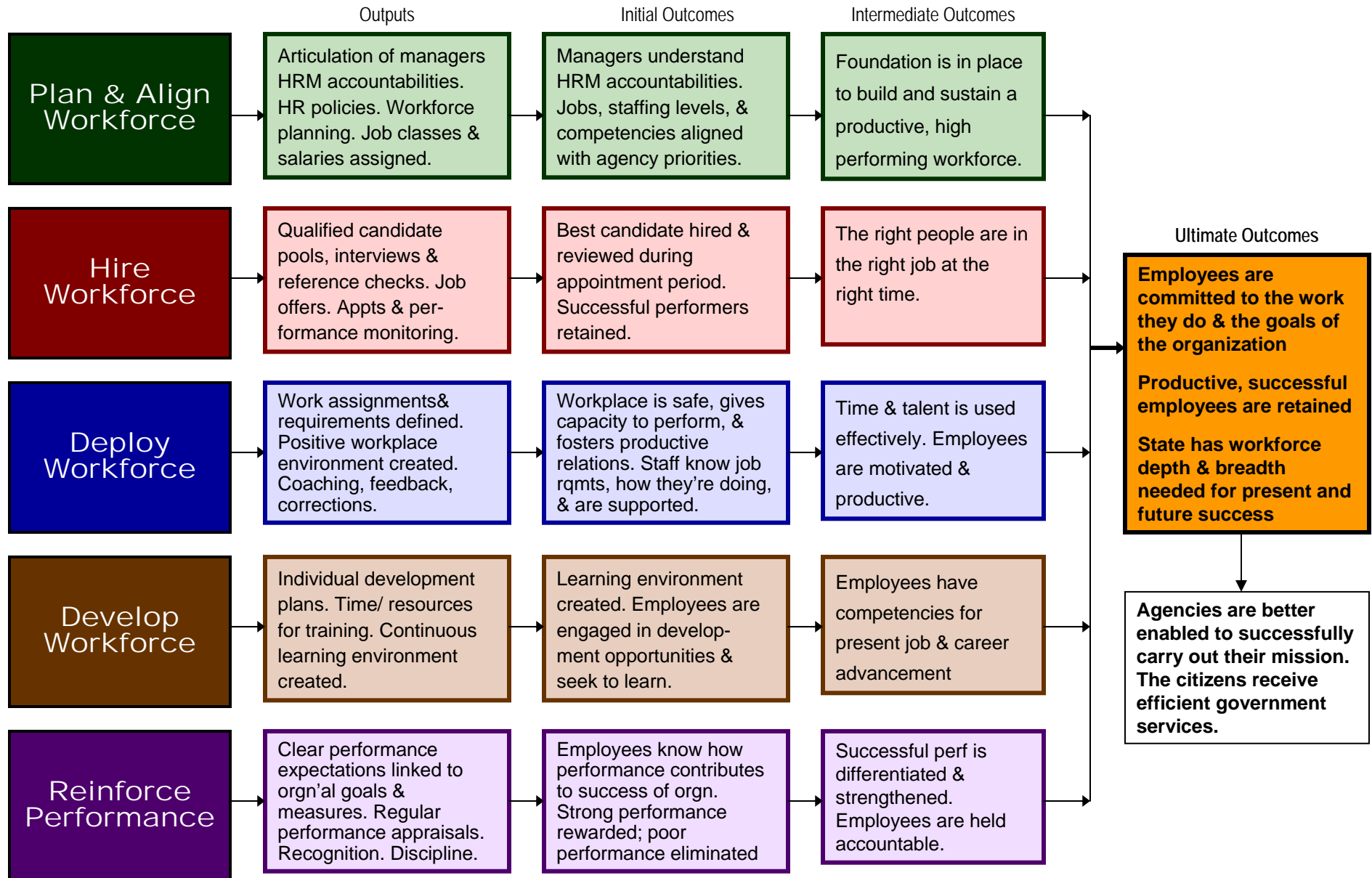
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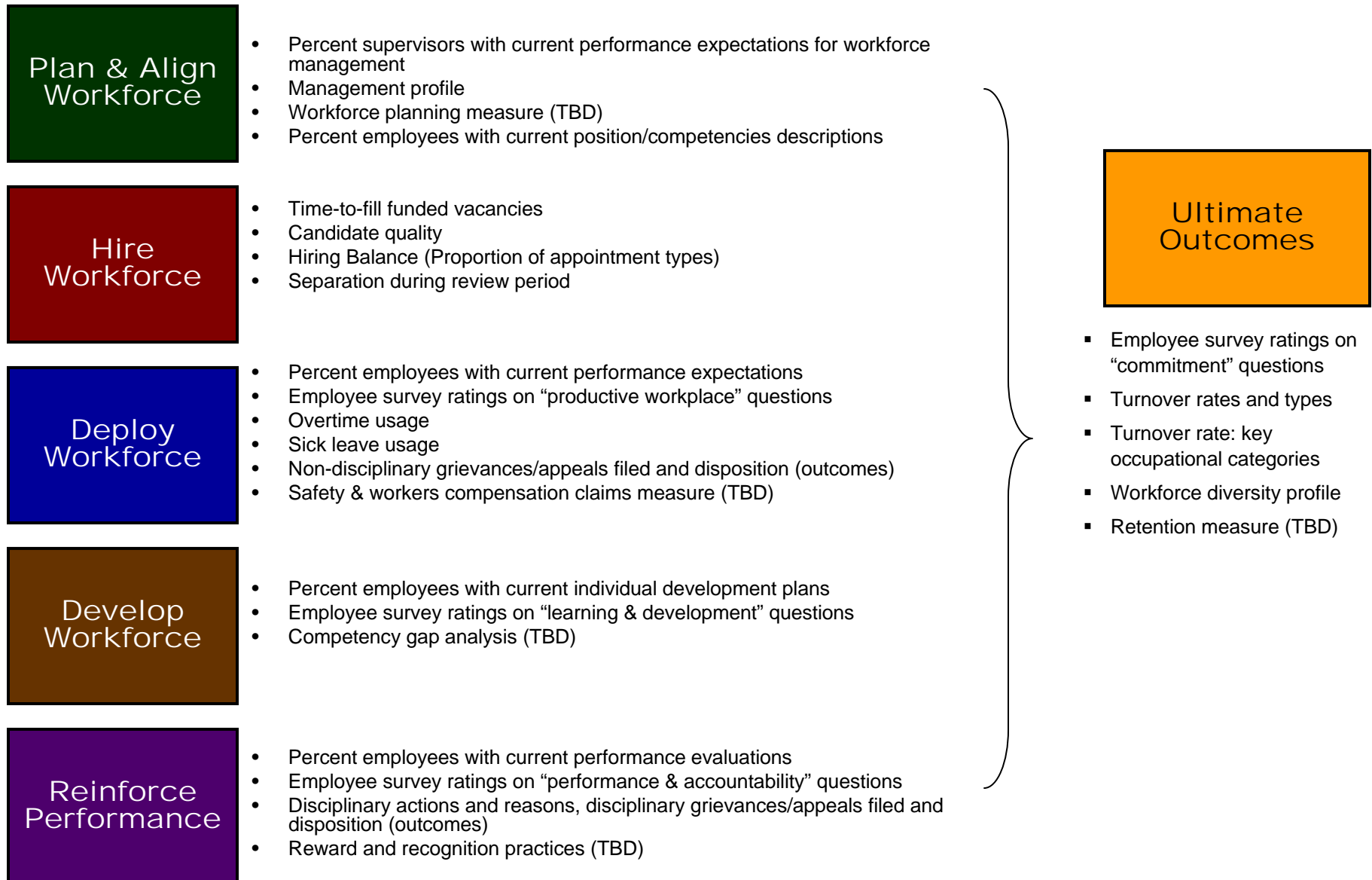
**3/7/07**

Note: This is the standard format provided by DOP as of 1-1-07. Agencies may customize or supplement this format to meet unique needs, as long as the minimum information shown in this format is included.

## Managers' Logic Model for Workforce Management



## Standard Performance Measures



# Plan & Align Workforce

## Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

## Performance Measures:

**Percent supervisors with current performance expectations for workforce management**

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

## Workforce Management Expectations

**Percent supervisors with current performance expectations for workforce management = 100%**

Total # of supervisors with current performance expectations for workforce management = 19

Total # of supervisors = 19

## Analysis:

- This number represents those employees who are in manager and supervisor positions, both exempt and classified, within the agency. The count does not include the Deputy, Assistant Directors and Administrators however it is important to note they also have 100% participation in this measure. This is a clear expression of the value we place on communicating the essential framework of expectations that help individuals to succeed and to move our agency forward.
- **Action Steps:**
- Continue with current action plan of administering reasonable, meaningful and clear expectations that link with the agency mission and goals.

# Plan & Align Workforce

## Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

## Performance Measures:

Percent supervisors with current performance expectations for workforce management

## Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

## Management Profile

**Number of WMS employees = 12**

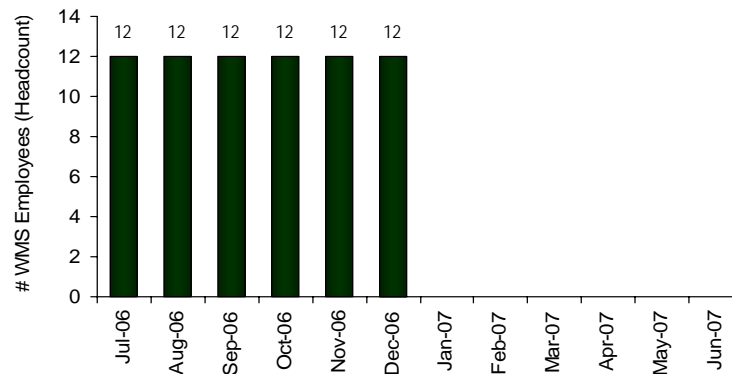
**Percent of agency workforce that is WMS = 7.4%**

**Number of all Managers\* = 13**

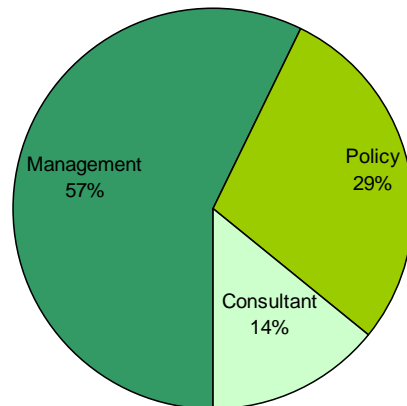
**Percent of agency workforce that is Managers\* = 7.9%**

\* Headcount in positions coded as "Manager" (includes EMS, WMS, and GS)

**Washington Management Service  
Headcount Trend**



**WMS Management Type**



Manager	6
Consultant	2
Policy	4
Not Assigned	0

## Analysis:

- Of the 12 WMS employees, 6 are coded as manager positions. There are 7 EMS staff coded as managers, 3 of which are in the Special Agent class of Program Manager. The remaining 4 are Assistant Directors and Deputy Director.

## Action Steps:

- One of the WMS employees is a project position. All WMS positions are well within the scope and definition of the Washington Management Services and no changes are planned for at this time.

## Plan & Align Workforce

### Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

### Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

**Percent employees with current position/competency descriptions**

## Current Position/Competency Descriptions

**Percent employees with current position/competency descriptions = 92%**

Total # of employees with current position/competency descriptions\* = 65

Total # of employees\* = 71

\*Applies to employees in permanent positions, both WMS & GS

The agency exempt Gambling Special Agents and other exempts and not counted in the above data.

### Analysis:

- Our agency is close to completion in our effort to develop position descriptions for all permanent positions.
- Although not reflected in this count, exempt special agent position competency descriptions are in process.

### Action Steps:

- Continue present action to meet our goal of 100%

# Hire Workforce

## Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

## Performance Measures

### Time-to-fill vacancies

### Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

## Time-to-fill Funded Vacancies

Average Number of Days to fill\*: 105

Number of vacancies filled: 5

\*Equals # of days from hiring requisition to job offer acceptance

## Candidate Quality

	Percent	Number
Candidates interviewed who had competencies needed for the job	100%	18
Hiring managers who indicated they could hire best candidate	100%	5

## Analysis:

- Numbers represent permanent position only and tracked through the e-recruiting system. There was one recruitment that was unusually long due to absences and availability factors. This skewed the percentage as the average without this particular recruitment would be 95 days. This number needs to be lowered to a more acceptable timeframe. Trouble spots appear in learning the new e-recruiting system, applicant screening, test development and coordinating with hiring managers.

## Action Steps:

- Our new goal is to reduce the average number of days to fill at 60 days. Once this is met, further time reductions will be implemented.
- An analysis will be completed to address problem areas and to streamline steps in our hiring procedure as needed.

# Hire Workforce

## Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

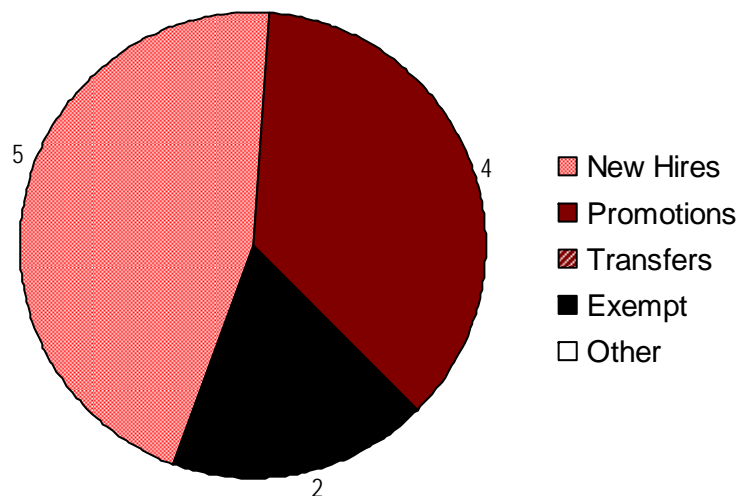
Time-to-fill vacancies

Candidate quality

**Hiring Balance**  
(proportion of appointment types)

**Separation during review period**

## Types of Appointments



**Total number of appointments = 11**

Time period = 7/2006 through 12/2006

Includes appointments to permanent vacant positions only; excludes reassignments

"Other" = Demotions, re-employment, reversion & RIF appointments

## Analysis:

- The pie chart shows the hiring balance during this period with permanent appointments made to vacant permanent and exempt positions in the categories listed.
- The agency made 5 appointments to entry level or unique agency general service positions and 2 in exempt positions. One of these appointments filled by one of our internal staff.
- Of the 4 promotional opportunities available during this period, 4 were filled internally. This is an important measure of our success toward leadership development and retention. It also addresses one of our agency goals; Develop, Retain and Value our Employees.
- There were no separations during trial or probationary periods. This implies that qualified and best candidates were hired.
- The chart reflects there have been no separations during review periods which is evidence of successful hiring practices that produces quality candidates.

## Action Steps:

- The hiring balance is reasonable and will adjust depending on where openings occur.
- Our promotions number is positive for the reasons stated above.
- No action is required for the information displayed.

Data as of 12/31/06  
Source: HRMS BW

## Separation During Review Period

Probationary separations - Voluntary	0
Probationary separations - Involuntary	0
<i>Total Probationary Separations</i>	<i>0</i>
Trial Service separations - Voluntary	0
Trial Service separations - Involuntary	0
<i>Total Trial Service Separations</i>	<i>0</i>
<b>Total Separations During Review Period</b>	<b>0</b>

Time period = 7/2006 through 12/2006



## Deploy Workforce

### Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

### Performance Measures

#### Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

## Current Performance Expectations

**Percent employees with current performance expectations = 92%**

Total # of employees with current performance expectations\* = 65

Total # of employees\* = 71

\*Applies to employees in permanent positions, both WMS & General Service

The agency exempt Gambling Special Agents and other exempts and not counted in the above data.

### Analysis:

- This high percentage reflects on our agency emphasis in this area that goes along with competency identification.

### Action Steps:

- Continue to train where needed and support agency priorities in all areas of position descriptions through evaluations..

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations

## Employee survey ratings on "productive workplace" questions

Overtime usage

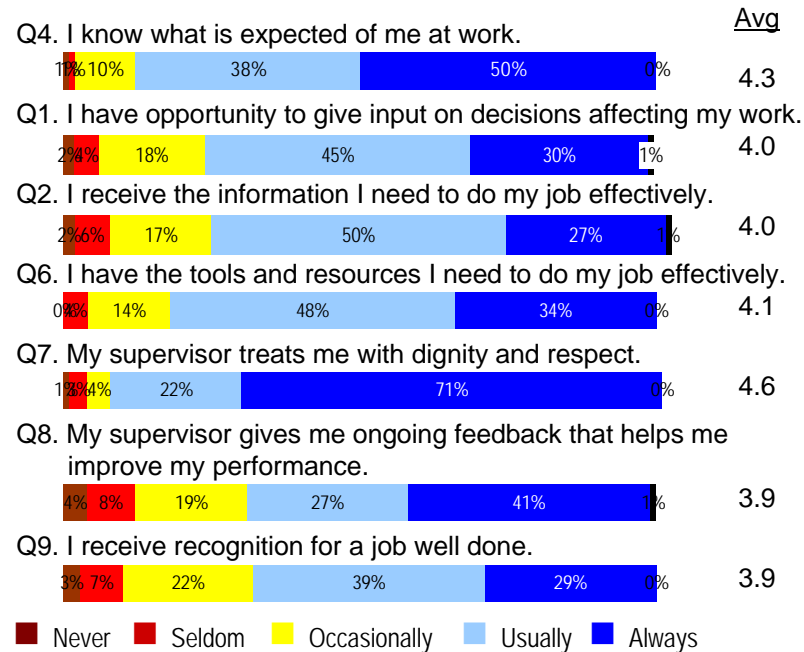
Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

Gambling Commission

## Employee Survey "Productive Workplace" Ratings



**Overall average score for Productive Workplace Ratings: 4.1%**

## Analysis:

- The highest scoring question #7, reflects our agency values and creates an environment of respect, productivity and a safe workplace.
- Q2. Expectations are generally clear but it is unknown how that is conveyed and in what form.
- Q6. With the agency supporting training, proper equipment and information sharing, the numbers are relatively high but should be even higher.
- Q8. Feedback is often solicited but may not be used a manner consistent with this question – "does it help to improve performance"?
- Q.9 Recognition for a job well done is 68% overall satisfactory which could be better.

## Action Steps:

- Clarity on competencies and agreed to performance measures and evaluations should improve lower productivity ratings.
- Continued use of our new performance tools and training where needed will show improvement.
- Performance management confirmation will help address job performance recognition.

Data as of 12/2006  
Source: DOP Employee Survey

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

## Overtime usage

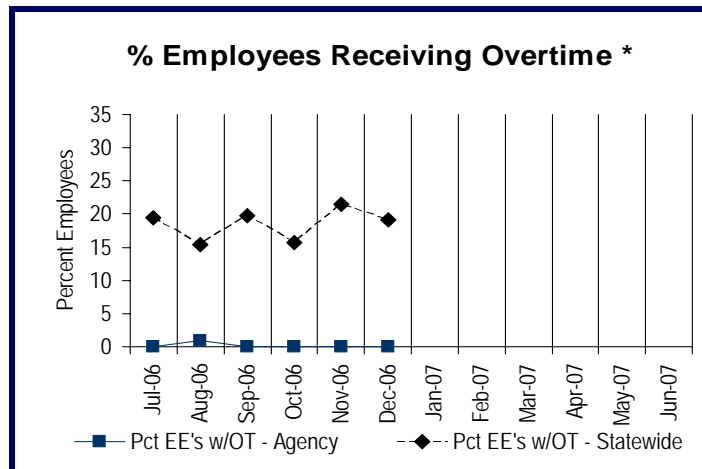
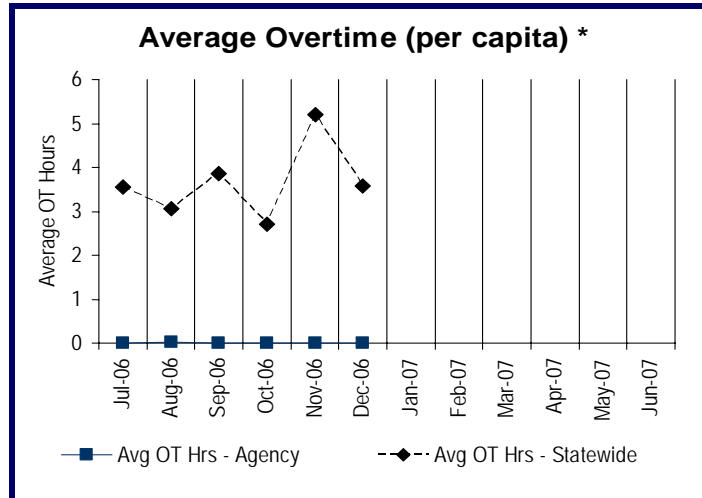
Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

Gambling Commission

## Overtime Usage



\* Statewide overtime values do not include DNR

Data as of 12/2006  
Source: HRMS/BW

## Overtime Cost - Agency



## Analysis:

- One employee incurred overtime during this period during the month of August. The overtime was due to excess workload in a specialized area.
- Flexible schedules and management oversight keep overtime to a minimum.

## Action Steps:

- Continue to observe overtime costs, use of compensatory time authorized in lieu of overtime.

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

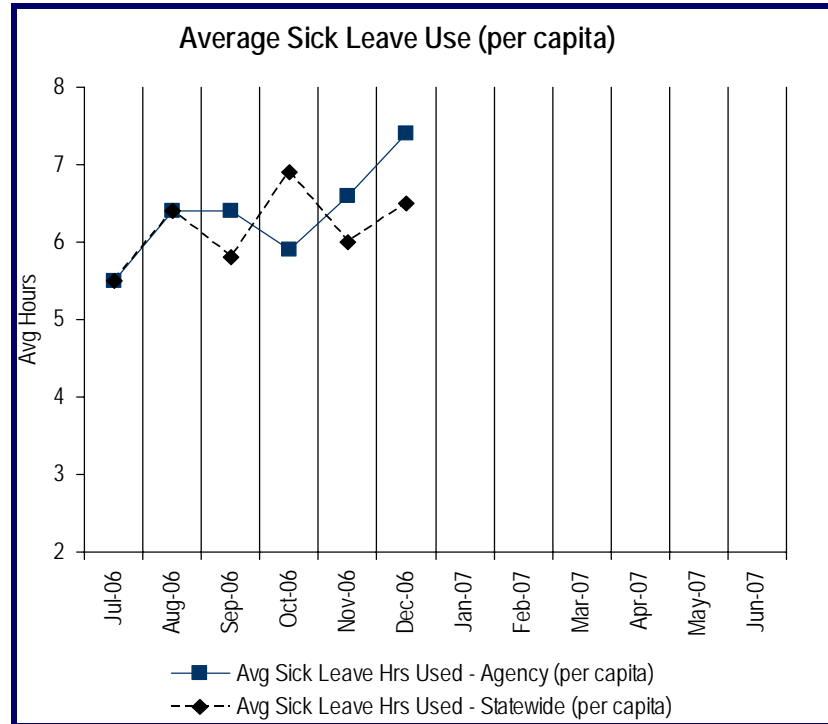
## Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Safety and Workers Compensation (TBD)

Gambling Commission

## Sick Leave Usage



## Analysis:

Sick leave hours for both state and agency include all 13 reasons for allowable sick leave use as well as shared leave given to other employees.

There appears to be no value in comparing statewide numbers to our agency given the uncertain variety of identifiers.

## Action Steps –

Begin tracking types of sick leave if determined useful. Individually address sick leave abuse. Focus on wellness program for prevention. Send message to staff on desired attendance and include in performance expectations.

## Sick Leave Hrs Used / Earned (per capita)

Avg Hrs SL Used, per capita – Agency	Avg Hrs SL Used, per capita – Statewide	% of SL Hrs Earned, per capita – Agency	% of SL Hrs Earned, per capita – Statewide
6.4 Hrs	6.2 Hrs	82.2%	79.8%

## Sick Leave Hrs Used / Earned (those who took SL)

Avg Hrs SL Used – Agency (those who took SL)	Avg Hrs SL Used – Statewide (those who took SL)	% SL Hrs Used vs Earned – Agency (those who took SL)	% SL Hrs Used vs Earned – Statewide (those who took SL)
11.6 Hrs	11.7 Hrs	144.6%	145.8%

Sick Leave time period = 7/06 through 12/06

\* Statewide data does not include DOL, DOR, L&I, and LCB  
Source: HRMS

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

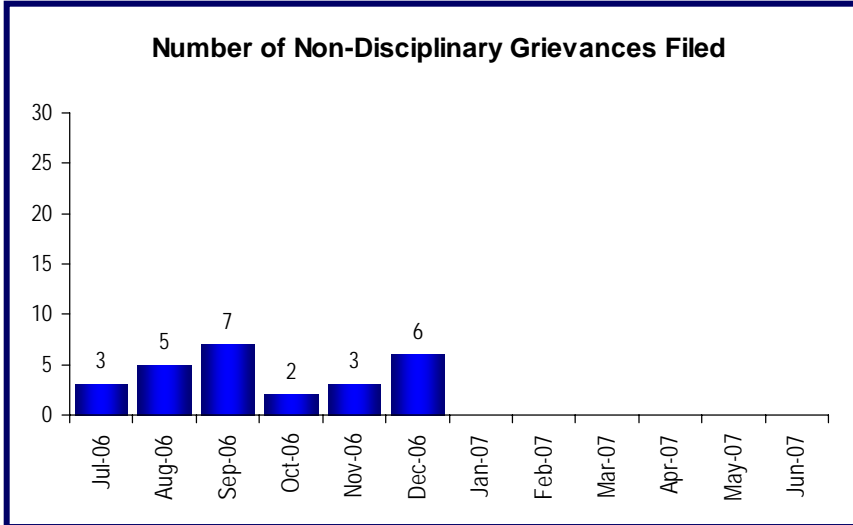
Sick leave usage

**Non-disciplinary grievances/appeals filed and disposition (outcomes)**

Safety and Workers Compensation (TBD)

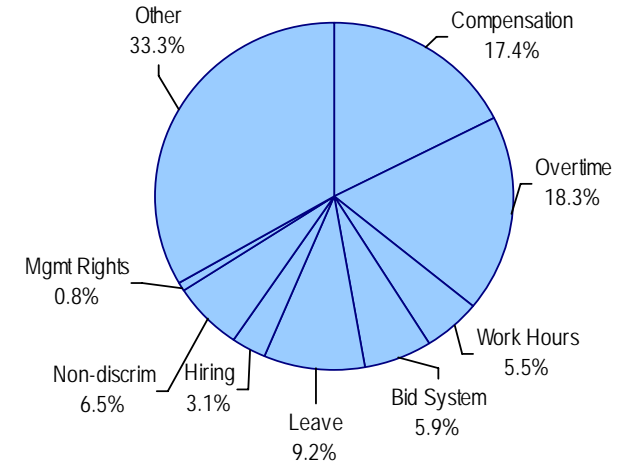
Gambling Commission

## Non-Disciplinary Grievances (represented employees)



Statewide data

## Type of Non-Disciplinary Grievances



## Non-Disciplinary Grievance Disposition\*

None

## Analysis:

- Our agency is non-represented and has no grievance procedures.

**Action Steps:** None

\* There may not be a one-to-one correlation between the number of grievances filed (shown top of page) and the outcomes determined during this time period. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Data as of 12/31/06  
Source: DOP

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

**Non-disciplinary grievances/appeals filed and disposition (outcomes)**

Safety and Workers Compensation (TBD)

Gambling Commission

## Non-Disciplinary Appeals (mostly non-represented employees)

### Filings for DOP Director's Review

Time Period = [07/06] through [12/06]

- 0 Job classification
- 0 Rule violation
- 0 Name removal from register
- 0 Rejection of job application
- 0 Remedial action

**0 Total filings**

### Filings with Personnel Resources Board

Time Period = [07/06] through [12/06]

- 0 Job classification
- 0 Other exceptions to Director Review
- 0 Layoff
- 0 Disability separation
- 0 Non-disciplinary separation

**0 Total filings**

Non-Disciplinary appeals only are shown above.

Total outcomes = 0

Time Period = [07/06] through [12/06]

Source: Dept of Personnel

Total outcomes = 0

Time Period = [07/06] through [12/06]

# Develop Workforce

## Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

## Performance Measures

**Percent employees with current individual development plans**

**Employee survey ratings on "learning & development" questions**

Competency gap analysis (TBD)

## Individual Development Plans

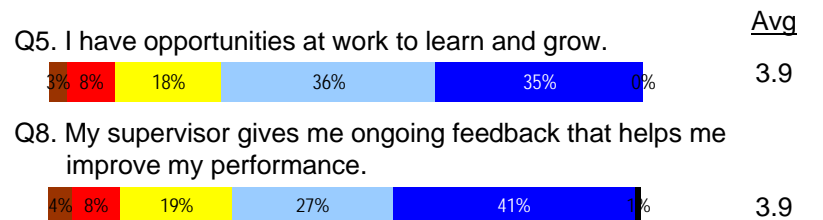
**Percent employees with current individual development plans = 76%**

Total # of employees with current IDPs\* = 55

Total # of employees\* = 72

\*Applies to employees in permanent positions, both WMS & GS

## Employee Survey "Learning & Development" Ratings



[DOUBLE CLICK ON THE BAR CHARTS TO ENTER YOUR AGENCY'S DATA]

**Overall average score for Learning & Development Ratings: 3.9%**

## Analysis:

- One can see the correlation between percentage of IDPs and the survey questions on this topic. However, what we don't know from this data is what other areas of influence might add or detract from the survey findings. For instance; promotional, transfer and rotational opportunities or desired training.

## Action Steps:

- IDPs are fairly new to the agency and believing that their impact is significant in training and development planning, the survey ratings should increase over time.
- Continued performance coaching should enhance performance feedback between the employee and supervisor.

## Reinforce Performance

### Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

### Performance Measures

#### **Percent employees with current performance evaluations**

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

## Current Performance Evaluations

**Percent employees\* with current performance evaluations = 76%**

Total # of employees with current performance evaluations\* = 55

Total # of employees\* = 72

\*Applies to employees in permanent positions, both WMS & GS

The agency exempt Gambling Special Agents and other exempts and not counted in the above data.

### Analysis:

- Our agency wide performance evaluation completion rate is lower this period than our norm of 90%. This substantial decrease may be due to the current transition plan to move to annual evaluations.

### Action Steps:

- Notify managers and supervisors of performance evaluation expectations.
- Revisit leadership's direction on this topic.



# Reinforce Performance

## Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened.

Employees are held accountable.

## Performance Measures

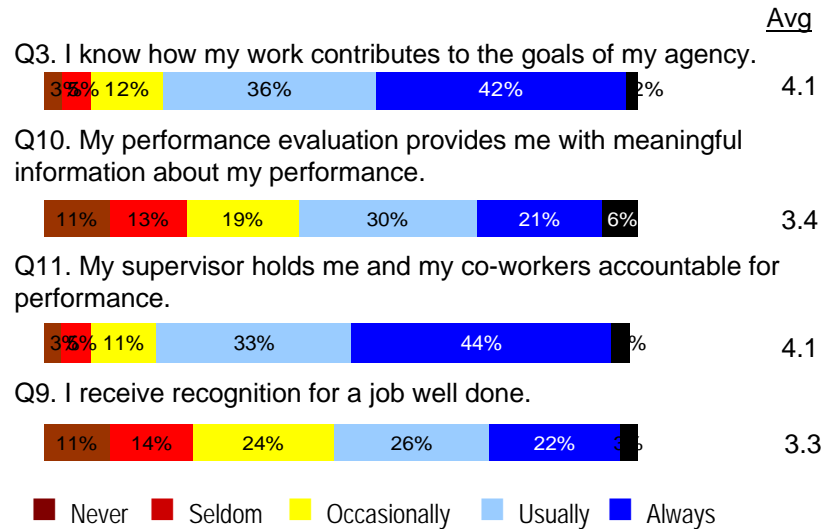
Percent employees with current performance evaluations

## Employee survey ratings on “performance and accountability” questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

## Employee Survey “Performance & Accountability” Ratings



[DOUBLE CLICK ON THE BAR CHARTS TO ENTER YOUR AGENCY'S DATA]

**Overall average score for “Performance & Accountability” ratings: 3.7**

## Analysis:

- The highest average is found in Q3 and Q11. Combined data shows confidence and accountability of employees' work efforts towards meeting agency goals.
- Q 9 and Q10 relates to the significance of knowing performance results and whether staff are acknowledged and rewarded for good performance. The implied link of awards to performance could be the reason this average is lower than the typically higher satisfaction rate in awards and recognition in general. The responses in Q9 may have been due in part because there is no monetary or award for a high performer immediately at evaluation time.

## Action Steps:

- Performance expectation and evaluation refresher training will be developed and conducted for the agency. This should increase the levels of understanding and increase completion rates.
- Our agency is working toward performance confirmation which, if received, will allow a new practice of establishing a pay for performance program.

# Reinforce Performance

## Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

## Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

**Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)**

Reward and recognition practices (TBD)

## Formal Disciplinary Actions

### Disciplinary Action Taken

Time period = [mm/yy] through [mm/yy]

Dismissals	0
Demotions	0
Suspensions	0
Reduction in Pay*	N/A
<b>Total Disciplinary Actions*</b>	<b>0</b>

\* Reduction in Pay is not currently available in HRMS/BW.

### Analysis:

- The agency has had no formal disciplinary actions during this period.

### Action Steps:

### Issues Leading to Disciplinary Action

## Reinforce Performance

### Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened.

Employees are held accountable.

### Performance Measures

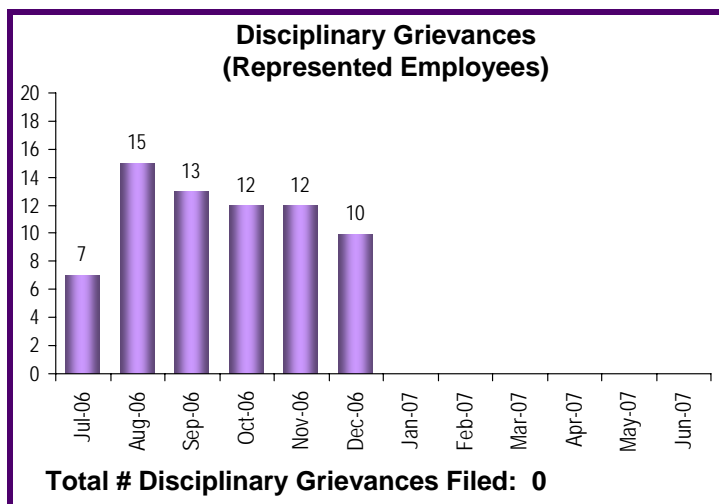
Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

**Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)**

Reward and recognition practices (TBD)

## Disciplinary Grievances and Appeals



There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

### Disposition (Outcomes) of Disciplinary Grievances

Time period = N/A

### Disciplinary Appeals (Non-Represented Employees filed with Personnel Resources Board)

Time Period = 07/06 through 12/06

- 0 Dismissal
- 0 Demotion
- 0 Suspension
- 0 Reduction in salary

**0 Total Disciplinary Appeals Filed with PRB**

### Disposition (Outcomes) of Disciplinary Appeals\*

Time period = [07/06] through [12/06]

The Gambling Commission had no appeals during this period.

Data as of 12/06  
Source: Agency data

# ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

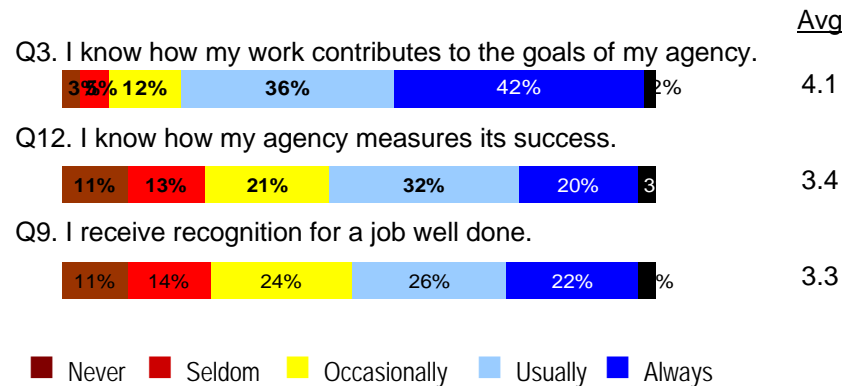
Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

## Employee Survey "Employee Commitment" Ratings



**Overall average score for Employee Commitment ratings: 3.6%**

### Analysis:

- Q3. Our agency strategic plan is clear about our goals and projects assigned to complete these goals. Cross-agency teams help to develop a sense of ownership and relationship to our work.
- Q12. The lower scores on how we measure our agency success seem to be a result of our performance measures being less visible and understood.
- Q9. One way that recognition is linked to our job performance is through teams. Yet, individual recognition may not be meaningful, timely or relevant.

### Action Steps:

- Q3. Competency training will serve to create a more solid link between our mission and goals to job performance.
- Q12. Performance measures are being revised to ensure clear and consistent communication which will increase knowledge agency wide.
- Q9. A survey tool or manager analysis will be developed to formulate the best recognition selections/options for staff.

## ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

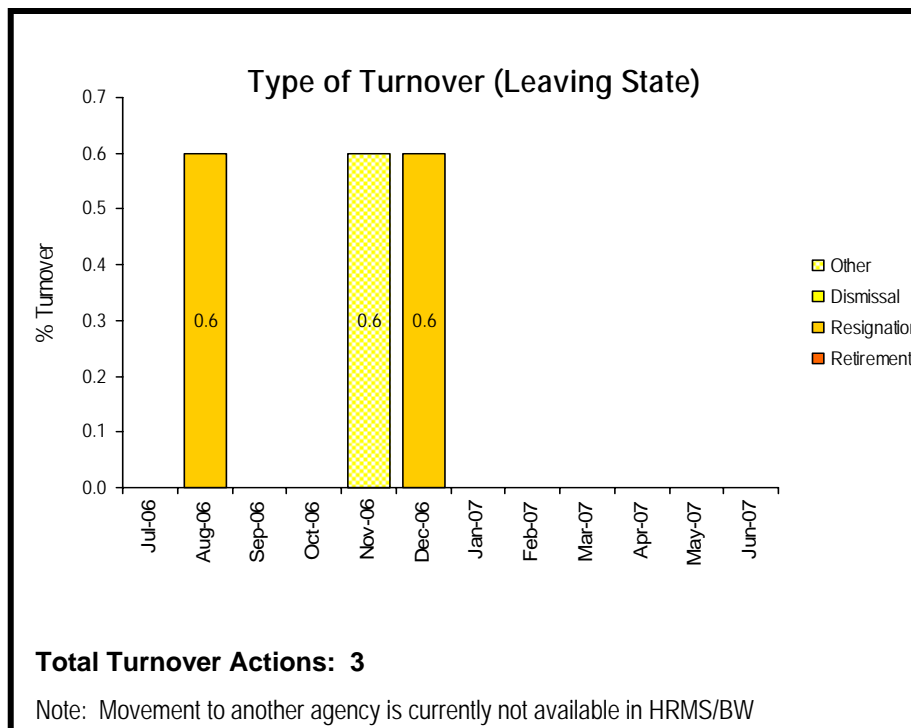
**Turnover rates and types**

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

## Turnover Rates



### Analysis:

- During the last six months of 2006, 3 staff left the agency. 2 resigned, 1 was to be at home and the other personal reason. The other employee accepted a promotion outside state government. This 2% six month turnover rate is 3% less than for the same period in 2005.

### Action Steps:

- Turnover is at a reasonable rate – no corrective action.
- Exit interviews will continue to be used as an evaluation tool and appropriate follow-up.

# ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

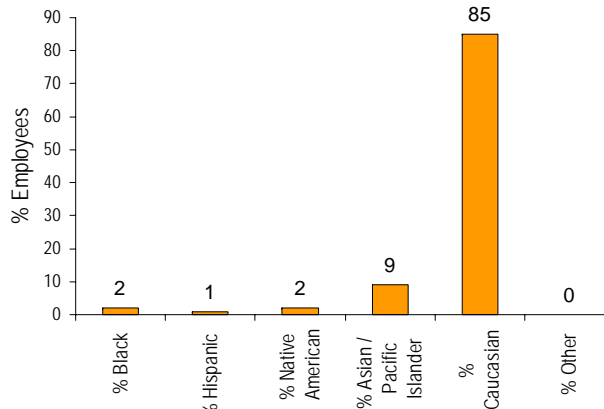
Retention measure (TBD)

Gambling Commission

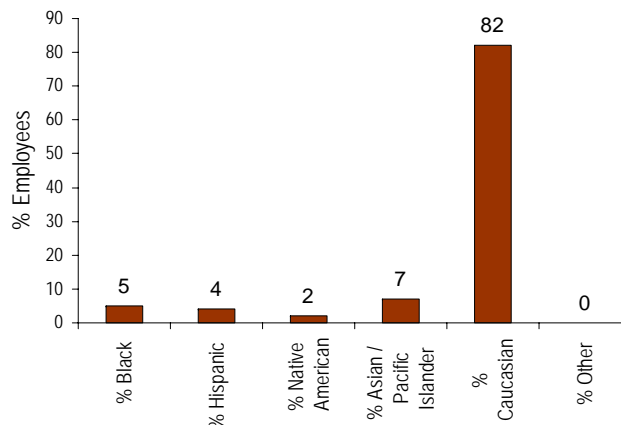
## Workforce Diversity Profile

	Agency	State
Female	68%	52%
Disabled	2%	5%
Vietnam Vet	6%	7%
Disabled Vet	1%	2%
People of color	15%	18%
Persons over 40	57%	75%

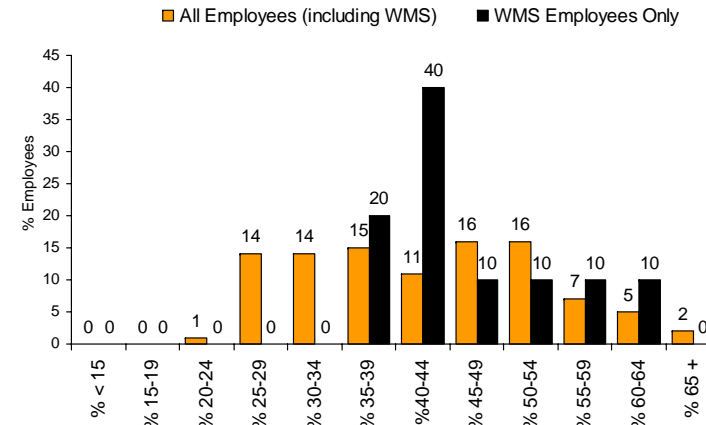
Diversity Profile by Ethnicity - Agency



Diversity Profile by Ethnicity - Statewide



Percent Age Distribution



### Analysis:

- During this period, we have increased diversity through the hiring of eight female staff and one person of color.
- Four females resigned during this time period which resulted in a total increase of 4.
- The WMS group are clearly within the highest age category as they contain the more administrators.
- There is a very balanced age grouping within the agency showing favorable diversity, talents and experience.

### Action Steps:

- Continue to do outreach and diversity career fairs that enrich our candidate pool of qualified employees.

Data as of 12/2006.  
Source: HRMS BW